

## **Summary**

### **Strategic Planning Meeting, October 17, 2007**

Interagency Committee on Substance Abuse Prevention and Treatment  
ICRMP Conference Room, Boise, Idaho

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#### **Participants**

The Interagency Committee on Substance Abuse Prevention and Treatment (ICSA or committee) meeting minutes, prepared by the Office of Drug Policy, contain a complete list of meeting participants.

#### **Opening**

The day began at 8:30 a.m. (see Appendix 1, Agenda) with brief opening remarks by Debbie Field, followed by self-introductions of participants. The Committee approved past meeting minutes, and discussed budget-related issues. The meeting minutes prepared by the Office of Drug Policy contain the details of this discussion.

The strategic planning portion of the meeting began at 9:00 a.m. with an introduction of Susan Hayman, North Country Resources, Inc., facilitator for the strategic planning process. After reviewing the meeting objective and outcomes, the committee approved proposed ground rules for meeting conduct to use throughout the strategic planning process (Appendix 2).

#### **Strategic Planning Process, Milestones and Timeline**

Susan reviewed a handout containing a graphic depiction of the proposed strategic plan “road map” (Appendix 3). She explained that this process will be iterative, and will involve close communication with committee members in-between meetings. The intent is to use the meetings to generate interaction and determine areas of agreement; the in-between work will focus on preliminary product development, and post-meeting product refinement. Susan will be responsible for assembling interim products and the final plan, but will rely entirely on the committee for generating the substance/content of the plan. The road map displays a timeframe of October through January, and identifies milestones for each committee meeting. Committee members approved the process, milestones and timeline.

Susan then reviewed a handout of strategic planning terminology (Appendix 4) to ensure that she and the committee would be as clear and consistent as possible in their use of terms. The committee approved the terminology as proposed.

#### **Substance-abuse related Roles & Responsibilities**

The committee engaged in an activity where they posted their agency/organization names written on large post-it notes onto poster paper (where “ICSA” was placed in the middle). They then drew connecting lines with markers between their post-it notes and others, and added a word or two to each line to describe the relationships (Appendix 5 contains a transcribed version of the product of this activity). The purpose of the activity was to visually depict the roles and relationships between the various entities on the committee, and to illustrate the complexity of these relationships and the system, in general. A brief narrative of roles and responsibilities generated from conversations between Susan and committee members, plus the refined diagram, will be incorporated into the final strategic plan.

### Defining the Vision, Mission and Goals

The committee began by brainstorming key components of the vision. They then divided into four small groups and, using the list of brainstormed items, they developed a draft vision statement. Once they reconvened as a single large group, a representative from each small group read their respective draft vision statement. Susan collected feedback from committee members on each small group draft statement. Based on this discussion, the committee generated a list of “be sure it’s in there” items for Susan to incorporate as she prepares a synthesized vision statement for the committee’s review and comment before the next meeting. Appendix 6 contains the products from the vision discussion.

Susan then presented a very preliminary mission statement, based on information gleaned from the legislation which established ICSA and directed preparation of a statewide strategic plan. The committee suggested improvements to this preliminary statement, and also developed a list of other considerations for Susan to use as she prepares a draft mission statement for the committee’s review and comment before the next meeting. Appendix 7 contains the products from the mission discussion.

Referring to the goal statements provided to committee members in the meeting “pre-thinking” activity, Susan asked the committee to comment on the utility of these goal statements, and asked for any other goal-related topics missing from this list. The committee suggested improvements and additions to this preliminary list for Susan to use as she synthesizes a set of potential goals for the committee’s review and comment before the next meeting. Appendix 8 contains the products from the goals discussion.

### Next Steps, Evaluation, Wrap-up

The committee rescheduled the November meeting for November 28 from 1:00 p.m. until 5:00 p.m. The meeting location will be announced once it is confirmed. The committee also confirmed the previously scheduled December 19 meeting, also set for 1:00 p.m. to 5:00 p.m.

In round-robin format, Susan asked each committee member to briefly evaluate what worked at today’s meeting, and what should be done differently next time. Generally, people felt positive about the process and outcomes of the meeting, and their experience working together. Several people expressed the overriding interest to complete a plan that can be successfully implemented. Committee members asked for a quick turn-around on the meeting notes and follow-up actions while the subject is still fresh in their minds. There was also a request to provide more time for lunch at the next meeting.

Kathy Skippen provided closing remarks on behalf of Debbie Field, and thanked committee members for their participation.

Respectfully submitted,



Susan Hayman  
Facilitator

# Appendices

Appendix 1: Agenda

Appendix 2: Ground Rules

Appendix 3: Strategic Plan Road Map

Appendix 4: Strategic Planning Terminology

Appendix 5: Roles/Responsibilities Diagram

Appendix 6: Vision Development

Appendix 7: Mission Development

Appendix 8: Goal Development

**Interagency Committee on Substance Abuse, Prevention and Treatment Meeting**  
**October 17, 2007 – 8:30 a.m. to 4:00 p.m.**  
**ICRMP Office Building, 3100 S Vista Ave., Ste 300, Boise**

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**Meeting Objectives:**

- 1) Approval of budget without ATR
- 2) Outline the substance abuse strategic planning process, milestones and timeline.
- 3) Confirm the substance-abuse related roles and responsibilities of the agencies and organizations represented on the Interagency Committee on Substance Abuse, Prevention and Treatment (ICSAPT).
- 4) Define the vision, mission and goals for an integrated, state-wide substance abuse program.

**Agenda:**

Time	Topic	Process / Product
8:30 a.m.	Welcome Approval of minutes Budget Discussion – <i>Debbie Field</i>	- Approval
9:00 a.m.	Opening <ul style="list-style-type: none"> <li>• Welcome &amp; introductions – <i>Debbie Field, Director, Idaho Office of Drug Policy</i></li> <li>• Meeting overview – <i>Susan Hayman, Facilitator</i></li> </ul>	- Information
9:30 a.m.	Strategic Planning Process, Milestones and Timeline – <i>Susan Hayman</i>	- Presentation - Discussion - Decision  <i>Product: Process road map with milestones and timelines</i>
10:00 a.m.	BREAK	
10:15 a.m.	Substance-abuse related roles and responsibilities – <i>Susan Hayman</i>	- Facilitated activity <i>Product: Roles and responsibilities table</i>
11:00 a.m.	Defining the vision, mission and goals	- Facilitated activity

# APPENDIX 1

Time	Topic	Process / Product
11:45 a.m.	LUNCH (on your own)	
1:00 p.m. (includes 15-minute break)	Defining the vision, mission and goals (cont'd)	- Facilitated activity <i>Product: Draft vision, mission, goals</i>
3:30 p.m.	Next steps, wrap up, evaluation – <i>Susan Hayman</i>	- Discussion - Decision
3:55 p.m.	Closing – <i>Debbie Field</i>	
4:00 p.m.	Adjourn	

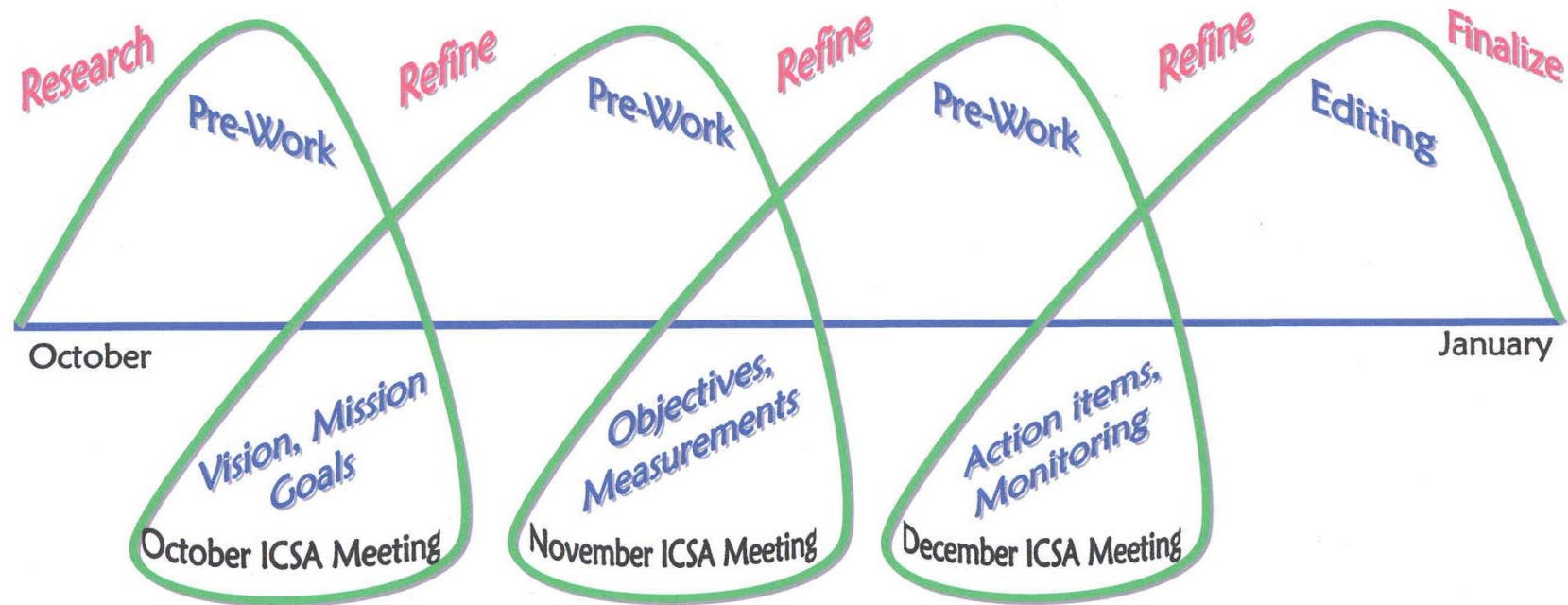
# Ground Rules

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1. Listen openly and actively
2. Withhold judgment until the other person's view is understood
3. Ask questions for understanding before responding
4. Give everyone equal opportunity to speak
5. Focus on concerns and interests rather than positions
6. Examine future improvements rather than dwelling on the past
7. Emphasize the situation rather than the people
8. Value disagreement and constructive argument
9. Look for ways to achieve mutual gain
10. Regard one another's views as legitimate and deserving respect
11. Respect meeting timeframes
12. Silence all electronic devices

## Road Map

### State-wide Strategic Plan for Substance Abuse Prevention and Treatment



10.17.2007

## Strategic Planning Terminology

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**Timeframe:**

Five-year planning cycle

**Vision:**

A compelling description of what the program will look/feel/operate like in the future.

**Mission:**

A brief description of the purpose of the organization; its “reason for being.”

**Goals:**

The overall accomplishments the program should achieve.

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**Objectives:**

Specific, measurable, acceptable, realistic, and timely accomplishments within each goal. Measurement criteria will be established for each objective, and will be the basis for the strategic monitoring plan.

**Actions:**

How the objectives will be achieved, including responsibility and timelines.


**Annual Plan:**

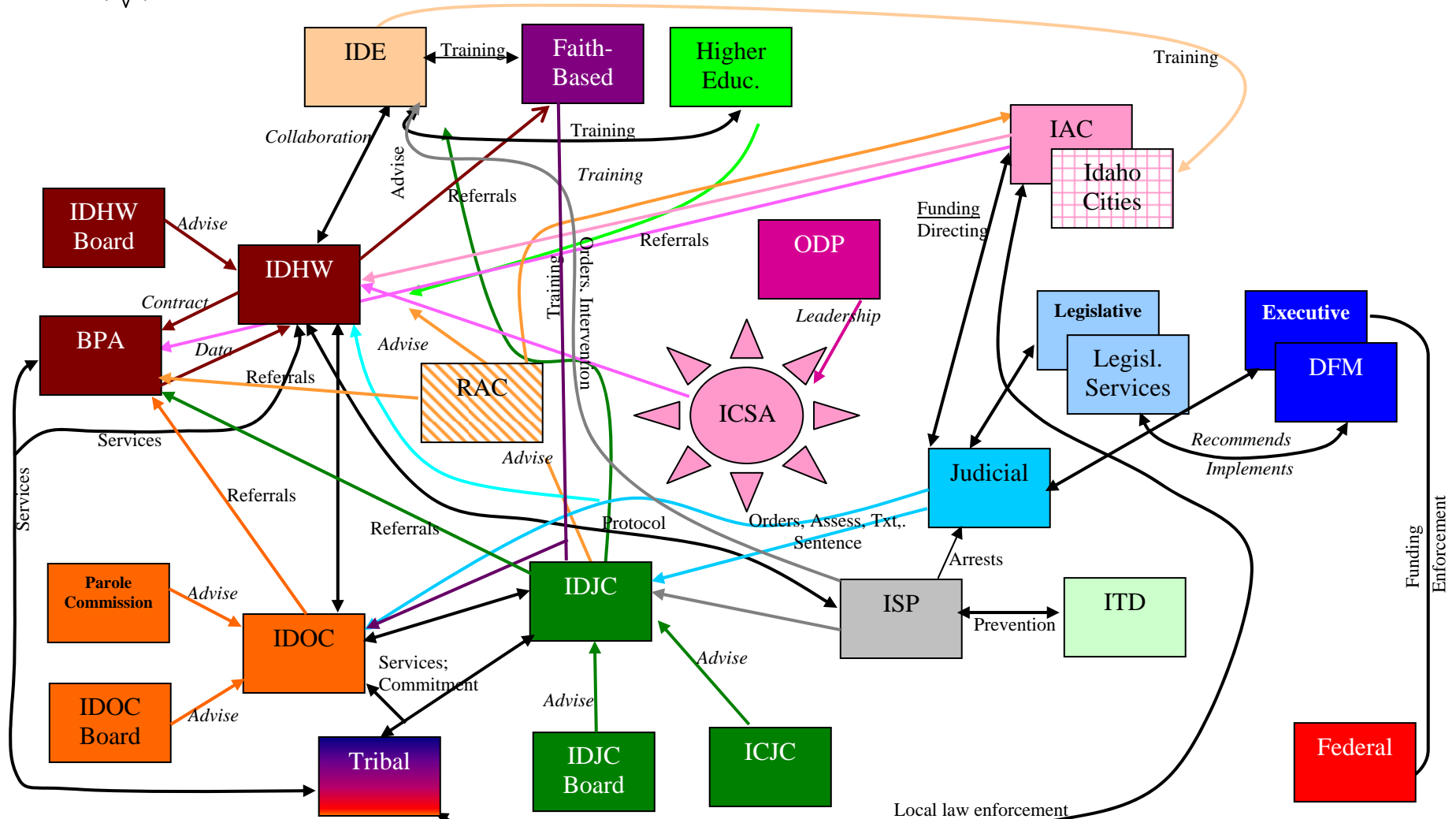
Describes the objectives and actions that will be accomplished within the coming year, including responsibilities, timeframes and budget information.



**Relationship Diagram Assumptions:**

- Diagram reflects current situation
- Diagram reflects functions, roles and responsibilities of the identified entities
- Diagram is related specifically to the substance abuse program/system
- Diagram illustrates primary relationships (there are many more relationships not diagrammed here).

 = Connected to all thru membership



## Vision Development October 17, 2007 ICSA Meeting

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### Brainstorming – Key concepts for Vision

1. Full-circle communication
2. Full array of services
3. Available in ever community
4. Early intervention/prevention
5. Every school district is involved in carrying out a quality program
6. Parity
7. Effectively deploy appropriate services to get optimum outcomes
8. Stable private provider network, resulting from fir and stable payments.
9. Integrated, front-end loaded; outcome and caseload data driven
10. Menus of options for alternatives to incarceration
11. Supply = demand
12. Appropriate and good data on need for services
13. Consistent messages
14. Hire and retain qualified staff, including specialized staff
15. “Steak and sizzle”
16. Sustainability for programs that are outcome-driven
17. User/client-friendly
18. Strong, centralized state agency that controls and directs
19. Successful, collaborative
20. Clients get treatment without need for committing an offense
21. Eligible clients don’t have to wait for services
22. Systemic approach to community-based services with a shared burden
23. No gaps in services
24. Private businesses understand and support investing in their employees substance-abuse treatment
25. Evidence-based and supported continuum of services
26. Institution and community-based
27. Treatment on demand
28. Full-scale communication strategy
29. Workforce development
30. Client-directed, outcome-informed clinical work with less paperwork and more client contact
31. Holistic strategies – causal, not just symptom treatment

## Small Group Vision Statements

### Group 1

Individualized, client-focused wraparound system. The system is integrated and interrelated, with collaboration and communication between entities that interact with the client.

### Group 2

We envision an integrated treatment system with a full array of substance use disorder services as identified by GAIN, with the intent to provide evidence-based treatment throughout the state, using holistic strategies and restoring personal responsibility.

### Group 3

By 2012, the State of Idaho will implement holistic, collaborative, research-based strategies to address substance abuse and dependence in every community, to include...

- Prevention/education
- Assessment
- Early intervention
- Treatment
- After care

...as well as ongoing communication strategies to develop partnerships with public and private entities to achieve a stable network of qualified treatment and education providers.

### Group 4

We strive to be a clearinghouse for substance use disorder awareness, research and services. We will have a comprehensive approach to cost-effective continuum of services that are individualized in a holistic strategy. This full continuum of services will be accessible, sustained, and client and family focused in all Idaho communities, meeting the needs of accountability, public safety, and supported by research-based outcomes.

## Feedback on Small Group Vision Statements

### Group 1

1. What can you get done in 5 years? Visionary, but realistic
2. Client-focused
3. Doesn't mention what the "system" includes
4. Intersection of client with multiple systems – good to account for flow/connectivity

## Feedback on Small Group Vision Statements (cont'd)

### Group 2

1. Doesn't mention prevention, intervention
2. "Personal responsibility"
3. Missing "after-treatment"
4. Missing reference to families
5. Holistic? Challenge with what it means

### Group 3

1. Doesn't include families per se
2. Like "community" and "holistic"
3. Includes whole scope
4. Length?
5. Can it be done in 5 years?

### Group 4

1. Liked reference to research
2. Like "strive for"
3. Can mitigate timeline by adding incremental steps
4. Prevention/early intervention? Define continuum of services
5. Like "individualized and in a holistic manner" (replace "manner" with "strategy"?)
6. "Clearinghouse" – Pros and cons with the use of this term. Concept is to be a source of getting people to the help they need

## Be sure it's in the final Vision Statement

1. Personal responsibility
2. Accountability
3. Community involvement/collaborative
4. Clearinghouse concept
5. Family
6. Prevention and intervention
7. Holistic/wrap-around
8. Substance abuse and dependence
9. Continuum (early through late stages)
10. Research-based outcomes
11. "GAIN" or common assessment

## Mission Development

### October 17, 2007 ICSA Meeting

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#### First draft of a Mission Statement

*(distilled from legislation language – specific phrases from legislation are underlined)*

The mission of the Substance Abuse\* Prevention and Treatment System is to provide statewide, comprehensive, coordinated programs and services for the prevention and treatment of alcoholics, intoxicated persons, and drug addicts.

[\*Footnote regarding inclusive use of this term]

#### Suggested improvements to the first draft Mission Statement

The mission of the Substance Abuse\* Prevention and Treatment System is to provide statewide, comprehensive, coordinated ~~funding, programs~~ and services for the prevention and treatment of ~~alcoholics, intoxicated persons, and drug addicts~~ substance use disorders.

#### Other “Mission” Concepts

- Integrated
- Inter-related
- Accountability
- Coordinate use of public funds, reduce duplication (could be a goal)
- No unnecessary overlap
- Children affected by substance abuse and treatment
- Education related to prevention
- It’s about addressing people and their needs

## Goal Development

### October 17, 2007 ICSA Meeting

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#### Potential Goal Topics (some distilled from previous identified goals, others new)

1. Access to treatment regardless of rural, urban
2. Options for personal access without need for coming in through the criminal system
3. Research-based outcomes
4. Evidence-based practices [some tension here with research-based practices]
  - Proven to work, ability to replicate
  - Including EB corrections (matrix program)
5. Track people and monitor outcomes
  - Track beyond treatment (long-term success)
  - Not just failures but successes, too
6. Individualized treatment
  - Utilizing GAIN
  - Using other screening and assessment protocols
7. Public/stakeholder awareness
  - Marketing plan (including legislators)
  - Communication plan
  - Education
8. Caring service coordinators/resource brokers [define these terms]
9. Continuity of services – no gaps for individuals
10. Continuum of system: Intervention and prevention
11. Supply = Demand. Meeting the needs of the State
12. Improve data quality so that it can be integrated, shared and validated. A system that talks to each other
13. Effective collaboration/communication with all stakeholders (public and private)
14. Family reference
15. Tribal reference
16. Faith-based services, and proven outcomes
17. Victims – point towards resources, communication, education, offender accountability
18. Protecting people within the programs we provide. Not just protection for children.
19. Policy/statutory authority matches the system